

Angus
Local
Employability
Partnership

Delivery Plan 2022-2025



no  one
left behind

No One Left Behind Operating Plan 2022- 2025

Contents

Preface.....	3
No One Left Behind – Policy to Practice	4
The Delivery Plan Framework	5
Section 1: Introduction	7
1.1 Background Information about the Local Employability Partnership.....	7
1.2 Membership.....	8
1.3 Governance.....	9
1.4 Reporting arrangements	11
1.5 Strengthening Local Partnership Actions/Self-Assessment	13
Section 2: Vision, Mission, Aims, Objectives, Impacts	14
2.1 Vision.....	14
2.2 Aims & Objectives	15
2.3 Developing and Delivering the Plan	16
2.4 Our Approach to Delivery (Quality and Values).....	17
2.5 Delivery Infrastructure.....	17
2.6 Local Alignment and Integration	18
Section 3: Economic, Policy and Operational Context	19
3.1 Local Economic/Labour Market Profile	19
3.2 Place Plan Priorities	21
3.3 Evidence Led.....	22
Section 4: Service Delivery (Supported by Annex 1 and 2)	26
4.1 Supply & Demand Mapping.....	26
4.2 Service Delivery Priorities.....	28
4.3 Service Delivery Requirements and Approach.....	29

No One Left Behind Operating Plan 2022- 2025

Section 5: Resource Requirements	31
5.1 People and Organisations	31
5.2 Commissioning	32
5.3 Money	33
5.4 Delivery Capacity	34
5.5 Alignment and Integration	34
Section 6: Performance Management and Reporting	35
6.1 Approach	35
6.2 Performance Indicators	36
6.3 Continuous Improvement	39
6.4 Evaluation	40
6.5 Review	40
ANNEX1	41
5 Stage Employability Pipeline	42
ANNEX 2	43
Service Delivery Requirements and Approach Template	43
ANNEX 3	45

No One Left Behind Operating Plan 2022- 2025

Preface

The employability system in Scotland is undergoing a transformation, as indeed it has been doing so since the publication of A New Future for Employability Support in Scotland in 2016. In March 2018 the publication of the No One Left Behind [Strategic Document which outlined the need for a better aligned and integrated employability support system.](#) Fair Start Scotland the first devolved employment service commenced in April 2018, with the award of nine contracts lasting up to five years.

[In November 2018 a Review](#) of Employability support in Scotland was published and outlined a three phased approach to implementing an all age, person centred, needs led approach to change including a move to increased local governance of resources. In December 2018 Scottish and Local Government signed a '[No One Left Behind](#) Partnership Agreement to support the shared ambition of transformational change in Scotland's employability support system.

In April 2019 Phase 1 of No One Left Behind was implemented when Activity Agreements and the Scottish Employer Recruitment Incentive ceased as national programmes and this investment was available to Local Authorities to develop alternative approaches with partners to meet local needs. In March 2020 Covid 19 had a significant impact on the joint programme of work and the response to the consequences of Covid 19 on the economy and service delivery disrupted the initial programme of work delaying the pace of change. National and local responses to the health and economic impacts also lead to unplanned activities as efforts were temporarily diverted and new ways of working were embedded alongside new and additional measures to deal with the disproportionate impact on individuals and communities. The implementation of Phase 2 transferring national investment in Employability Fund and Community Jobs Scotland to local governance arrangements initially scheduled for April 2021 was delayed. The Minister for Just Transition, Employment and Fair Work on 5th October 2021 confirmed further implementation of No One Left Behind from April 2022, with the ceasing of two national programmes Community Jobs Scotland and Employability Fund, investment will be transferred to No One Left Behind.

A refreshed and updated [Joint Delivery Plan](#) was published in November 2020 to reflect the additional challenges in the labour market and provided a sharper focus to the Workstream deliverables and the critical path which would enable the work programme to get back on track. In addition the [Young Person's Guarantee](#) was established and the employability delivery element was through the already established approach to No One Left Behind. To assist with the local governance arrangements a [Local Employability Partnership Framework](#) was developed to provide national coherence and local flexibility to assist with the **Strengthening of Local Partnerships**. 32 Local Employability Partnership Self Assessments were undertaken to help increase the effectiveness and functionality and readiness to implement Phase 2 of No One Left Behind and a [National Overview of Local Partnership Self Assessments](#) was published assisting the creation of 32 Local Improvement Action Plans supporting the place based approach and improving local co-production, co-commissioning and stakeholder engagement.

To support the effective design and delivery of person centred, needs led approaches the Local Employability Partnerships (LEPs) are supporting the implementation of the [Scottish Approach to Service Design](#) and actively helping to develop national frameworks such a customer charter and minimum service standards which support local flexibilities.

No One Left Behind Operating Plan 2022- 2025

No One Left Behind – Policy to Practice

There are 7 key principles for the transformation of Scotland's employability services in working towards creating a **better person-centred system**:

1. Treating people **with Dignity and respect**, fairness and equality and continuous improvement
2. Providing a flexible and **person-centred support – aspirations for all age, needs based**
3. Is **straightforward** for people to navigate – no wrong door
4. **Integrated and aligned** with other services – building on the Scottish Approach to service design with the user at the centre
5. Providing pathways into **sustainable and fair work**
6. Driven by **evidence** including data and the experience of users
7. Support more people to move into the **right job, at the right time**

No One Left Behind aims to support those facing structural inequalities in the labour market. In order to deliver the principles, plans must ensure connectivity with other local services and policy priorities aligned to the National Performance Framework (See Annex 3). Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

- Tackling Child Poverty
- Addressing the Gender Pay Gap
- Closing the Disability Employment Gap
- Addressing Race Employment Gap
- Promoting and Embedding Fair Work
- Delivering the Young Person's Guarantee
- Delivering on The Promise
- Supporting Community Wealth Building
- Supporting Public Sector Reform
- Supporting Place Based Approaches

No One Left Behind Operating Plan 2022- 2025

The Delivery Plan Framework

As part of the critical path this **National Delivery Plan Framework** will enable national coherence and support LEPs to design and deliver employability support that allows local flexibility, collective leadership and shared commitment to effectively implement the policy intent of No One Left Behind.

Tackling labour market inequalities and supporting those at risk of being left behind to move closer to and into fair, sustainable jobs is the core purpose of the local delivery plans. The LEP will build on the strengths of existing national and local services, to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered to meet the needs and aspirations of service users. The delivery plan will be co-produced and will help to inform the local commissioning approach and any additional requirements from a nationally available framework.

To drive forward and implement the shared ambitions and actions of No One Left Behind the Delivery Plan will ensure the right support is available in the right way at the right time and will:

- Incorporate the Scottish Approach to Service Design to co-produce an all-age employability support service that is person-centred, more joined up, flexible and responsive to individual needs.
- Involve service users throughout the planning, commissioning and delivery process
- Utilise agreed available data to inform decisions, identify priorities and support the design of interventions
- Align with other employability resources locally to improve opportunities and outcomes
- Align and integrate with other support services to foster a “no wrong door” approach for service users
- Address structural inequalities faced by key groups in our society to support the development of a fairer, wellbeing, inclusive economy
- Align as appropriate with regional and national approaches
- Include the delivery of the Young Person’s Guarantee

The Delivery Plan Framework is suggesting a 3-year proposition recognising timing is essential to enable constructive co-production and that planning is essential to enable the incremental and sustained transformation required incorporating the consequences emerging from the impacts of COVID-19, Brexit, replacement funding for European Structural Funds, phased implementation of No One Left Behind and unforeseen changes in the labour market and wider economy. The National Framework therefore provides for local assumptions over time with annual operational plans.

No One Left Behind Operating Plan 2022- 2025

DELIVERY PLAN FRAMEWORK

National Products and Approaches

The Local Delivery Plans will as appropriate adopt and/or customise national products developed through the refreshed shared workstreams such as the Customer Charter, Service Standards Framework, Shared Measurement Framework as well as utilising toolkits such as Continuous Improvement and Service User Involvement.

Contents

This Framework will ensure that the delivery plan highlights:

- The approach the LEP intends to take to provide employability support services in the locality between April 2022 and March 2025.
- The actions identified to strengthen effectiveness and functionality of the Local Employability Partnership.
- Joint working and collaboration providing the basis of a better understanding of need and demand to inform service design and delivery.
- A reduction in duplication, inefficiency and conflicting interventions when designing solutions improving integration and alignment.
- How employability support services have been informed by service users
- How the provision of employability support will be co-ordinated locally involving a range of stakeholders and agencies that currently provide employability support services within the locality.
- The approach to performance management and continuous improvement
- Allows for the amendment of plans based on emerging labour market demands and service user feedback

No One Left Behind Operating Plan 2022- 2025

Section 1: Introduction

1.1 Background Information about the Local Employability Partnership

2020 – 2022 has been an exceptional time with the onset of the COVID-19 global pandemic, having significant impacts on communities, businesses and the wider economy. Reports suggest those most disproportionately impacted by the pandemic are young people, women, disabled people, those from minority ethnic backgrounds and a broader all-age group who are at risk of long-term unemployment. Therefore, strengthening the partnership working, alignment and integration of local employability services is a key contributor to economic recovery, supporting both inclusive economic recovery and social renewal to mitigate the long-term scars of unemployment, poverty and disadvantage. There has been significant investment from Local and National Government to support the delivery of employability support services and initiate labour market growth. The Young Persons Guarantee has provided an opportunity ahead of the roll out of the 2nd phase of No One Left Behind to collaborate on the priority needs of our young people. Progress towards phase 2 of the No One Left Behind strategy to redesign more integrated and aligned employability services, through transformational change, anticipates an investment in April 2022 of (£15.64m) that will be agreed and implemented in partnership with Local Employability Partnerships and service users to identify local needs and make informed, evidence-based decisions, that support labour market demands. Phase 2 involves a greater shift towards user engagement, service design, partnership working, a shared measurement framework and a common approach to inclusive communications. The partnership will build on the strengths of existing national and local services, to better align funding and improve the integration of employability services with other support to ensure that services are designed and delivered around the needs and aspirations of those using our services. Angus Local Employability Partnership was formed in February 2021 and there was clear will and enthusiasm for agencies across Angus to work together to improve life chances for the citizens of Angus and to achieve the ambition of Angus being a great place to live, work and visit. There was recognition and agreement that effective collaboration and partnership working, using the principles and practices of No One Left Behind policy and funding framework, would be a key driver to achieve this ambition to enable collective leadership and shared commitment across partners to effectively support the policy intent for a more aligned approach to national and local employability support.

No One Left Behind Operating Plan 2022- 2025

1.2 Membership

Current membership of the Angus Local Employability Partnership is as follows: -

Chair:

Jim Hammond (Education and Lifelong Learning)

Deputy Chair:

Evonne Boyd (Skills Development Scotland)

Members:

Fiona O'Connor (Local Authority Employability Lead)

Jill Paterson (Angus Council Planning and Sustainable Growth)

Maggie Sherrit (Angus Council Vibrant Communities Team)

Ray Pert (Angus Health and Social Care Partnership)

Vicky McLaren (Department of Work and Pensions)

Julie Grace (Dundee and Angus College)

Claire McGuigan (Dundee and Angus College)

Alison Henderson (Dundee and Angus Chamber of Commerce)

Lisa Laidlaw (DYW)

Jamie Bell (Scottish Enterprise)

Helen Davidson (Skills Development Scotland)

Hayley Mearns (Voluntary Action Angus - Third Sector TSI)

The membership of the Local Employability Partnership is reviewed periodically and will be augmented as appropriate to meet need and demand of on-going work. Angus Council provide the secretariate for the Local Employability Partnership.

Key roles and responsibilities of the members of the Local Employability Partnership are to adopt a collective leadership approach and ensure that we operate in a manner that is open, honest and accountable. We will work collaboratively to create an environment of trust and respect. Contribute to shared strategy and action plan reflecting the vision agreed by the partnership; align policy and practice to improve outcomes and value from public/partner expenditure. Members will ensure an appropriate approach to governance providing collective leadership ensuring a robust framework for decision-making and risk management; better aligning of funding and where appropriate co-produce and co-commission provision to meet identified needs and/or to enhance or complement existing provision. We will agree to support shared performance management systems and to attain partners' commitment to working towards consistent data sets in line with the Shared Measurement Framework; collectively scrutinise performance and agree any required actions; effectively communicate with partners, stakeholders and service users adopting an inclusive, collaborative and flexible approach and establish and monitor short life task and finish groups as required, 3 of these are about to start, Youth People/Participation/Care Experienced; SIMD Area Approach and Health Related inactivity/Returning to work.

No One Left Behind Operating Plan 2022- 2025

1.3 Governance

The Angus Local Employability Partnership reports to the Angus Community Planning Partnership and any other Executive Groups as appropriate. In addition, the group provides advice and reports to Regional and National groups as required. There is an Angus Delivery Group chaired by Skills Development Scotland consisting of partner organisations and delivery partners. This group reports to the Angus Local Employability Partnership on a monthly basis. It is recognised that members may bring items to the group for discussion subject to other governance structures. It is clear in this situation that it is the responsibility of members to highlight the input they are seeking and associated governance route.

The next phase of progression towards a better aligned and integrated employability service in Scotland, will require wider engagement and partnership working with stakeholders and communities. Designing and implementing local services that are person-centred, flexible and responsive to the changing labour market, while tackling inequalities and growing our local economy, is needed now more than ever as we shape our collective economic and wellbeing response to the current public health crisis. Representatives from Scottish and Local Government as well as third and private sector providers and employers will continue to work collaboratively to develop guidance and toolkits that will support service design and delivery locally. Our commitment to increase our community engagement activity to respond to local need will support a more robust co-design and co-production model that will enhance services and expand reach in our communities. We require a greater sustained shift towards user engagement, collaboration and improved partnership working through increased local governance. The Local Employability Partnership is progressing priority employability actions through the development of our self-improvement and delivery action plan and will continue to consult on the design of future services aligned to the No One Left Behind strategy. The Local Employability Partnership will continue to communicate and engage with stakeholders regarding local and national progress and the role we can all play in ensuring 'No One is Left Behind'.

Please find below reports supported by the Local Employability Partnership as requested/appropriate.

[Angus Council Plan 2022-25](#)

[Angus Community Plan 2017-30](#)

[Angus Child Poverty Action Plan 2020/21](#)

[Tay Cities Regional Economic Strategy](#)

[Tay Cities Regional Skills Investment Plan](#)

In addition, Angus has commissioned a 5-year employability strategy with the finalised report due by the end of June 2022. This will give additional insight and focus for the work to be undertaken by the Local Employability Partnership.

We will also be completing an Equality Impact Assessment for Scottish Government which will support the work to tackle inequalities, supports an individual's right to work and will work locally to deliver improved accessibility thereby tackling barriers for protected groups and supporting those facing structural and socio-economic inequalities. The Local Employability Partnership is mindful that no one should be denied the opportunity because of their race or ethnicity, their disability, their gender, sexual orientation or religion and will consider how they can positively contribute to the advancement of equality.

No One Left Behind Operating Plan 2022- 2025



No One Left Behind Operating Plan 2022- 2025

1.4 Reporting arrangements

The Angus Local Employability Partnership has a reporting function and is directly accountable to the Community Planning Partnership (CPP). Reporting requirements to be confirmed. The Community Planning Partnership lead on the LOIP now known within Angus as the Community Plan. There are nine high level priorities identified within the plan, 6 of which have a direct link to strategic planning and work of the Local Employability Partnership. They are as follows:

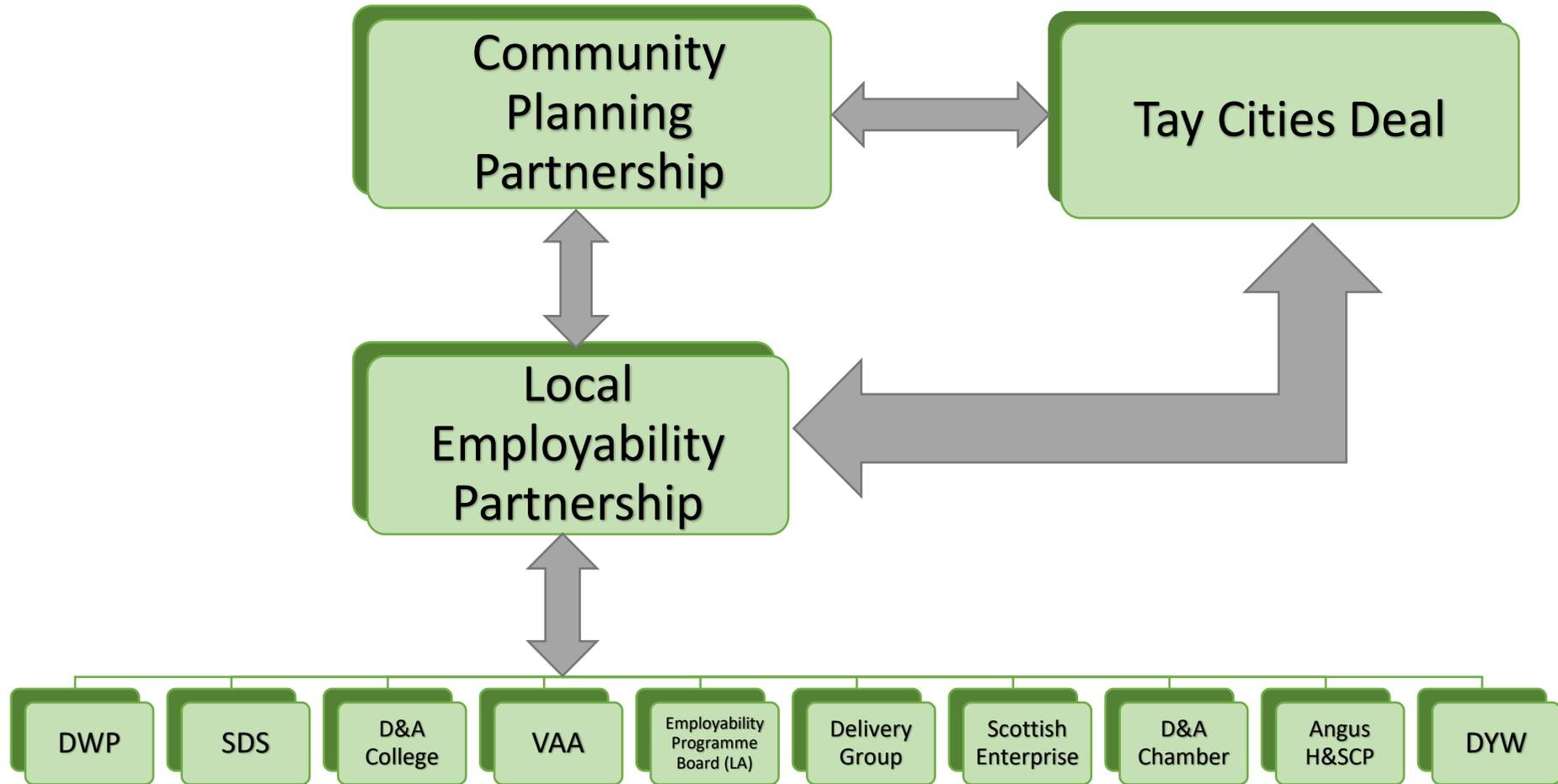
- An inclusive and sustainable economy
- A skilled and adaptable workforce
- Attractive employment opportunities
- More opportunities to achieve success
- Safe, secure, vibrant and sustainable communities
- Improved physical, mental and emotional health and wellbeing

As part of the planning and evaluation cycle, the Community Planning Partnership employ a plan, do, assess, review approach. Progress and impact of the work of the Angus Local Employability Partnership inform this planning and improvement cycle to ensure priorities reflect the needs of the communities within Angus. The 3 priorities for the forthcoming Community Plan are:

- Improving Mental Health and Wellbeing
- Improving Accessibility and Connectivity
- Reducing Child Poverty

Work in on-going to strengthen links between other community planning partners including the Angus Child Poverty Action Group and Angus Community Justice Partnership. The aim of this work is to avoid duplication, align resource, ensure the employment needs of individuals are being met and improved outcomes are realised. Joint workshops have taken place between the Child Poverty Group and Local Employability Partnership and these will continue as we work more cohesively to develop the Child Poverty Action Plan. The flow of information between the Local Employability Partnership and CPP will be two-fold, reporting up with plan performance and support required flowing down to give an overview of strategic direction, funding and new policy developments.

No One Left Behind Operating Plan 2022- 2025



No One Left Behind Operating Plan 2022- 2025

1.5 Strengthening Local Partnership Actions/Self-Assessment

The Strengthening Local Partnerships Self-Assessment toolkit was useful and proved a timely exercise for the Angus Local Employability Partnership. As a new partnership it provided an opportunity for partners individually and collectively to reflect on its early work, establish a baseline and identify next steps to support the work of the Local Employability Partnership. Partners noted that relationships are positive and partners are all committed to the collaboration and multi-agency working to support employability work in Angus. The impact of a Service Design Academy was captured in the self-assessment. The introduction to user research tools, to gather meaningful data on targeted approaches to employability, was also highlighted. It was recognised that improved data sharing protocols and the analysis of available data would be essential in developing a person-centred Angus Delivery Plan. Other key improvement actions include: -

- Devise and Implement risk framework
- Implement agreed community engagement and data collection with individuals, groups and communities
- Develop a clear understanding of local needs through all available data
- Agree data sharing protocols for Local Employability Partnership
- Agree KPIs to monitor impact and performance of Local Employability Partnership
- Extend approaches to co-commissioning
- Devise and implement local delivery plan for No One Left Behind and Young Persons Guarantee

The Local Employability Partnership will undertake an annual self-evaluation to evaluate services against the objectives and desired outcomes. They will also use data to identify strengths and weaknesses of the services.

The Local Employability Partnership will further develop and deliver a holistic employability provision that is integrated with other local services based on user feedback using the Scottish Approach to service design. Building employability interventions around local areas, taking a place-based approach enables our communities' voices to be heard and will enable resources to be deployed to better meet service user needs and complement local investment, and be capable of overall national reach and coherence. We will also offer holistic person-centred support for individuals to identify and address their specific barriers including mental health and physical health conditions. Promoting an integrated and aligned approach with a range of local services including health services.

No One Left Behind Operating Plan 2022- 2025

Section 2: Vision, Mission, Aims, Objectives, Impacts

2.1 Vision

Our vision is that

Angus is a great place to live, work and visit

Our mission is to

Help those who most need it to gain sustainable and fulfilling work

Supporting people into fair, sustainable jobs is central to delivering many of the ambitions for an inclusive, sustainable economy with well-being at its core. Employability services are pivotal to avoiding the widening of social and economic inequalities by supporting those who are most vulnerable. We recognise the vital role that a range of organisations across the employability landscape play and are committed to enabling more inclusive, aligned, integrated and responsive services to ensure that the right support is put into place for those who rely on these services.

The Angus Local Employability Partnership will build on the strengths of existing national and local services, to better align and improve the integration of employability services with other support to ensure that services are designed and delivered around the needs and aspirations of those using our services and improve employment and career opportunities for Angus residents including underrepresented groups, through equal access to training and fair work, reducing unemployment and inactivity rates and increasing the skills of the workforce within the Angus Council area.

No One Left Behind Operating Plan 2022- 2025

2.2 Aims & Objectives

Our overarching objective is to improve the employability of Angus residents and by doing so reduce unemployment in the area and we can measure progress by monitoring the claimant count (this is the rate and number of residents of working age claiming out of work benefits) and unemployment rate. In addition to the overarching objective above, Angus Local Employability Partnership is committed to reducing inequalities (in relation to employment) that exist between different geographic areas and for different groups who face significant barriers to work. Success therefore has to go beyond reducing unemployment at an Angus level to reducing the gaps that exist for these areas and groups i.e. reducing those who are economically inactive and increasing participation rates of young people who have protected characteristics. The world of work is constantly evolving and another key objective for the Angus Local Employability Partnership is to ensure that our residents have the appropriate skills and are suitably prepared and informed to match those required by local employers, future, emerging needs and others within reach. Tackling poverty and in particular child poverty is a key objective of the Community Planning Partnership and increasing income from employment for (low income) parents is one of the 3 drivers of child poverty. Our performance indicators in section 6 detail a range of indicators and targets that will help us to measure progress in relation to these objectives and throughout this plan, we will evidence our local approach and actions. Success can also be measured by customer and stakeholder feedback on service quality and impact on wider wellbeing that we will measure through evaluative processes, capturing qualitative data and outcomes.

No One Left Behind Operating Plan 2022- 2025

2.3 Developing and Delivering the Plan

The Standards set out within No One Left Behind are designed to work with the Customer Charter and the Shared Measurement Framework (SMF). Each of these are set out below and when taken together, these three products establish a shared view of what success will look like.

In addition, the Angus Local Employability Partnership will seek:

- To contribute to a shared strategy and action plan reflecting the vision agreed by the partnership.
- To align policy and practice to improve outcomes and value from public/partner expenditure.
- To ensure an appropriate approach to governance providing collective leadership ensuring a robust framework for decision-making, risk management and accountability.
- To better align funding and where appropriate co-produce and co-commission provision to meet identified needs and/or to enhance or complement existing provision.
- To agree to support shared performance management systems and to attain partners' commitment to working towards consistent data sets in line with the Shared Measurement Framework.
- To collectively scrutinise performance and agree any required actions.
- To effectively communicate with partners, stakeholders and service users adopting an inclusive, collaborative and flexible approach.

Minimum Delivery Service Standards: The Angus Local Employability Partnership will work towards achieving the following, four standards:

1. Our services work for users.
2. Our services treat people with dignity and respect.
3. Our services learn and improve.
4. Our Services have partnership at their heart.

In addition, we will seek to fully implement the Employability Customer Charter [Employability Customer Charter](#)

Learning from existing evidence around what is working well in Scotland has encouraged the Angus Local Employability Partnership to adopt these Standards. For example, user feedback gathered as part of the Fair Start Scotland evaluation has highlighted areas of good practice from the perspective of users and providers that Angus Local Employability Partnership should look to retain as it moves towards delivering the No One Left Behind approach. This includes:

- Provision of support that falls outside of traditional employability, which has resulted in high degrees of positivity from Fair Start Scotland users.
- Dedicated key worker support, helping build trust and relationships between participants and the services they access.
- On-going support after finding a job to help sustain that employment as well as responding to any setbacks quickly.
- Continuous improvement activity leading to year-on-year improvements in processes surrounding the approach and services delivered under it.

No One Left Behind Operating Plan 2022- 2025

2.4 Our Approach to Delivery (Quality and Values)

The partnership will ensure transparency and meet the 7 principles of No One Left Behind to ensure service delivery is of the quality standard expected.

1. Treating people with Dignity and respect, fairness and equality and continuous improvement
2. Providing a flexible and person-centred support – aspirations for all age, needs based
3. Is straightforward for people to navigate – no wrong door
4. Integrated and aligned with other services – building on the Scottish Approach to service design with the user at the centre
5. Providing pathways into sustainable and fair work
6. Driven by evidence including data and the experience of users
7. Support more people to move into the right job, at the right time

The partnership will therefore:

- Establish ways of describing the performance of the whole local employability service in Angus, and give it the ability to identify and respond to areas where performance can be improved in a collaborative way
- Collect detailed feedback from both people and employers to understand their experience of employability support and ensure that services are refined and performance improves over time
- Ensure that it is a learning partnership, sharing good practice and reflecting on service performance and how to further improve it
- Explore the opportunity to create a common 'umbrella' branding for the local employability service to create clarity and confidence and to help to promote the availability of support
- Develop ways of being highly responsive and light-footed so that it can put practical responses to current and emerging labour market opportunities in place quickly
- Develop a long-term programme of front-line staff development for all those engaging with people around employability to drive effective practice, enhance people's experience, and improve staff retention and skills.

2.5 Delivery Infrastructure

Across Angus, we have a diverse employability landscape with support across the 5-stage Employability Pipeline (see section 4.1) and a wide range of delivery colleagues from across Public, Private and Third sectors who provide a broad network of support and provision. The Angus Local Employability Partnership will develop a fully comprehensive provision in partnership with our providers and review this provision in a timely manner to pre-empt and react to socioeconomic changes.

No One Left Behind Operating Plan 2022- 2025

2.6 Local Alignment and Integration

The Angus Local Employability Partnership is a strong group of organisations who work collectively across various services including but not limited to the public sector, further education, third sector and the private sector cohesively as a partnership. Given the recent opportunities afforded by the refresh of the Angus Local Employability Partnership and the Local Employability Partnership Project Officer Post, it allows consideration for ways in which to collaborate and pull resources in order to deliver further effective and relevant employability opportunities for the residents of Angus.

There is a broad spectrum of provision across the authority, covering stages 1-5 of the employability pipeline. Angus Council Employability and Education (16+ provision) Services, Skills Development Scotland (SDS), DWP and Dundee and Angus College all represented within the Local Employability Partnership, generally provide a first point of contact for people seeking training or employment and can be signposted to various other providers from there. Local Employability Partnership meetings are monthly and in addition a Delivery Subgroup for providers working in Angus is chaired by Skills Development Scotland and meet monthly. The Local Employability Partnership and Delivery Group is currently mapping this provision, putting in place various measures to connect partners and ensuring that resources are effectively aligned to avoid unnecessary duplication and that the residents are signposted to the most relevant service to meet their needs and requirements. It has become apparent whilst interrogating recent data, that some short life working groups/task and finish groups may be beneficial to the Local Employability Partnership. Partners are currently working towards pulling resources for evaluation and data capture, they will feed back consistent data that can be used for continuous self-evaluation and to identify gaps in service and ensure service user satisfaction and positive outcomes.

Within Angus Council an internal employability programme board feeds into the Angus Local Employability Partnership as a strategic group with the aim of aligning No One Left Behind and taking a more responsive, coordinated, cohesive approach to employability across the Local Authority whilst creating a user-based model of support focussed on those most in need. Membership includes Welfare Rights, Vibrant Communities, AHSCP, Housing, Justice, Human Resources, Education, Economic Development and AngusAlive. The role of the group is the sharing of new and existing employability programmes and delivery; Identifying Single Point of Contacts for employability services for both clients and businesses; Investigating opportunities for joint working and alignment; Referral pathways with clarity of processes/pathways in particular support to public touchpoint services, declutter current landscape; Alignment and integration of employability resources; Customer focussed approach to employability throughout Angus; Identifying gaps/avoid duplication within services and how to support; Strategic decision making on how best to tackle inequalities and support local employability targets. This group reports into the Local Employability Partnership to support its strategic aims and objectives. Our Local Employability Partnership has representation from Education, Vibrant Communities, Health and Economic Development to support connectivity with other services along with connections to Community Planning Partnership to support the flow of information in both directions.

In Angus we have recently developed an Employability Portal which allows for the sharing of partner information on delivery, events and job vacancies to support our alignment of services and our offer of advice, support and guidance to local residents.

[Angus Employability portal](#)

No One Left Behind Operating Plan 2022- 2025

Section 3: Economic, Policy and Operational Context

3.1 Local Economic/Labour Market Profile

Strengths	Weaknesses
<p>Unemployment rates generally lower than Scottish average. Claimant count 16+ 3.5% (4.0%) Claimant count 25-49 4.1% (4.6%) Claimant count 50+ 2.3% (3.1%) Economically active – in employment 73.1% (72.9%)</p> <p>% Child Poverty estimate (after housing costs) 24.0% (24.3%) % Workless Households 18.2% (21.5%)</p> <p>% of School Leavers in Positive Destination 93.7% (93.3%) Participation Rates are high across all age groups. Educational attainment level high. No Qualifications: 5.6% (8.1%)</p> <p>Gender Employment Gap (% difference between Male and Female Employment Rates) 7.8% (8.0%) SIMD Gap 16-19: 7.5% (9.3%)</p> <p>Employed in SOC1 Occupations: 9.3% (8.5%) High levels of self-employment. Employment in low pay sectors (%) 26.2% (29.6%)</p> <p>Growth of Apprenticeships within Angus and increasing take up</p> <p>Commitment by many businesses to their local community encourages their contribution to supporting schools and young people.</p> <p>Well established local providers and current landscape of employability related support</p>	<p>Wages levels (residence and workplace based) are lower than national average. Median Weekly Earnings (Residence-based, full-time) £614.60 (£622.00) % Children in low-income families (2019-20) 18.2% (16.8%) % Average Household earnings £40,000+ 19 (24) % of those earning less than Living Wage 25.2% (15.1%) Gross Wages & Salaries Per Head - % of Scottish average 91.1%</p> <p>Claimant count 18 – 24 5.4% (4.6%) Economically active – in employment - ethnic minority 47.8% (66.8%) Disabled Employment Rate 49.4% (50.3%) Economically Inactive: Long-term Ill-health (%) 35.3% (29.4%) % of employed people in non-permanent employment 3.0% (4.7%)</p> <p>Inequalities exist in Participation Measure across protected characteristics i.e. care experienced, disabilities, ASN.</p> <p>Quality of Life % Good or V Good 74.8% (76.3%)</p> <p>GVA per hour worked: £32.6 (£34.4) GVA change between 2009 – 2019 8.1% (14.3%)</p>

No One Left Behind Operating Plan 2022- 2025

Opportunities	Threats
<p>Part time employment 27.6% (24.7%) More flexible opportunities Business density per 10,000 of population in 2020 was higher than in Scotland (340 v 325). Increased investment in digital could potentially lower costs, improve customer experience and create new business models but would take time and investment. Highest value sectors in regional economy are forecast to be real estate, human health and social work and manufacturing. Sector leading College within Angus and strong Third Sector supporting working age individuals overcome barriers to employment Relatively low numbers of unemployed in the main settlements lends itself to active neighbourhood-based engagement which ensures that all households are engaged with appropriate support services.</p> <p>Significance of micro-businesses and their presence across the rural areas of Angus creates an opportunity for a focused approach on helping them create jobs and recruit local unemployed people for whom jobs are otherwise inaccessible. Scope to draw on learning from Work and Health Support Pilot and DWP Challenge Fund to develop support for those with health conditions who want to work. Significance of the opportunities in Dundee’s labour market provides scope for an effective regional approach (supported by Tay Cities Deal). Lessons from national success in using social media to promote Fair Start Scotland during the pandemic can be applied to the promotion of the local employability service and reaching those who most need help. Scope to rebalance investment and increase resources on outreach and engagement of those further from work and on helping people stay and make progress in work.</p>	<p>LM impacts of Brexit and COVID-19 are yet to be fully understood which can hamper planning.</p> <p>Recent economic turmoil may have left local businesses unwilling or unable to invest in staff or training.</p> <p>Cost of living crisis will drive more into poverty including those in work and reinforces need to provide support to help people into work and make progress in work to better paid roles.</p> <p>There are increased costs for employers who want to recruit EEA and non-EEA workers.</p> <p>Geographic location of Angus – isolated, last stop in the journey. Connectivity access to/cost of public transport to get to employment, cuts to public transport a threat.</p> <p>Significant large employers (i.e. Don & Low, GSK) are foreign owned and could be moved.</p> <p>Ageing population - workforce might be difficult to sustain from indigenous population.</p> <p>Impact of the pandemic has affected the socialisation and confidence of many particularly young people and moved them further from work</p> <p>Increasing rates of inactivity among those of working age, much of this related to health conditions</p> <p>Long standing issue of a small group of young people who fail to make a successful transition into training or work after school – made worse by the pandemic.</p>

% shown in () are Scotland average **Sources** - National Records for Scotland, Council Area Profile; NOLB data dashboard; NOMIS; Nomis, Annual Population Survey; ONS Wellbeing Survey; PESF Outcome Data; Scottish Annual Business Statistics 2019; Scottish Government, Local authority level data on child poverty and its drivers; Skills Development Scotland, Participation Measure; Skills Development Scotland, Regional Skills Assessment; SIMD, Health; SIMD, local share look up; SLAED Indicators report, ONS – Annual Survey of Hours & Earnings

No One Left Behind Operating Plan 2022- 2025

3.2 Place Plan Priorities

The Scottish Government defines 'employability' as 'the combination of factors and processes which enable people to progress towards, move into or stay in employment, and to progress within employment' A number of implications from this definition inform our approach in Angus:

- Moving towards and into sustained employment is an individual journey for people, with very varied starting points and aspirations.
- The aim of all employability needs to be progression towards a sustained job outcome, but this may involve incremental stages of progress - some people can benefit from employability supports that may take a long time to reach this end point (and for a few this may never be achieved).
- The journey does not end when someone accesses a job – support is then needed to maintain this outcome, and to assist people to progress further in the workplace.
- Employment should make people better off: addressing 'in-work' poverty is a major priority, particularly in the context of the current cost of living crisis.
- A 'one size fits all' approach to service delivery will be ineffective in meeting the full range of the challenges faced.

Central to this understanding of employability is the recognition that a wide range of issues often need to be addressed in the lives of the people we seek to help if they are to successfully progress in their employability journey for example, we know on average that people in sustained work and their families are:

- Mentally and physically healthier
- Less likely to live in poverty
- More likely to have a sustained tenancy
- Less likely to require support from social work services
- Less likely to be involved in crime

Due to the nature of the five-year Place-Based Investment Programme and the requirement for the Programme to ensure that all place-based investments are shaped by the needs and aspirations of local communities and accelerate ambitions for place-making, we are commencing work to establish how local place plans interact with the Local Development Plan which is the overall Place Strategy. This will set out the focus for the next 5 years in terms of Regeneration, Town Centres, Community Wealth Building, Community-Led Regeneration and 20 Minute Neighbourhoods. The above strategy will set the focus as to how Angus will progress some of the following key principles of Community Wealth Building :-

- Plural ownership of the economy
- Making financial power work for local places
- Fair employment and just labour markets
- Progressive procurement of goods and services
- Socially productive use of land and property

No One Left Behind Operating Plan 2022- 2025

3.3 Evidence Led

	Gap Analysis	Local Authority		City Region			Scotland		City Region Comparator		
	Indicator	Angus	Top Performing Scottish Local Authority	LGBF Family Group 3 Average	Tay Cities Region	Scotland	United Kingdom	Percentage Gap	Approximate Volume Gap	Percentage Gap	Approximate Volume Gap
Poverty and Child Poverty	% Children in Child Poverty	24.0	15.8	23.6	25.4	24.3	31.0	-	-	-	-
	% Children in Childcare	26.4	36.4	27.0	26.9	27.2	-	0.8	100	0.4	0
	% of Children in Low Income Families	18.2	10.3	19.8	20.0	18.6	19.1	-	-	-	-
	Families with Children receiving Universal Credit or Tax Credits (%)	33.5	20.0	36.6	37.6	35.0	-	-	-	-	-
	Families with Dependent Children eligible for Child Benefit (%)	93.4	81.0	93.5	94.3	92.5	92.0	-0.8	-100	-	-
	Claimant Count Rate (%)	3.6	1.9	3.7	4.1	4.0	4.4	-	-	-	-
	% of Household that are workless	18.2	13.4	19.5	21.5	21.5	16.3	-	-	-	-
Education	% of School Leavers in Positive Destination	93.7	98.4	93.4	92.6	93.3	-	-	-	-	-
	Participation Rate (%)	92.4	97.2	91.8	91.5	92.2	-	-	-	-	-
	Degree-level Qualifications Rate (%)	46.9	65.8	46.4	51.1	49.3	43.0	2.4	1,600	4.2	2,800
	No Qualifications Rate (%)	5.6	4.9	7.4	5.8	8.0	6.6	-	-	-	-
Labour Market	Number of Incapacity Based Benefits (per 1,000 16 - 64 population)	49.4	33.3	57.8	53.5	56.8	-	-	-	-	-
	Economic Inactive: Long-term Sick/Disabled Rate (%)	33.2	19.4	30.4	30.0	28.7	24.0	-4.5	-700	-3.2	-500
	Economic Inactivity Rate (%)	25.1	13.7	22.0	23.3	23.2	21.1	-1.9	-1,300	-1.8	-1,200
	Employment Rate (%)	72.3	82.4	75.0	72.4	73.5	75.3	1.2	800	0.1	100
	Unemployment Rate (%)	3.5	2.0	3.9	5.7	4.4	4.6	-	-	-	-

No One Left Behind Operating Plan 2022- 2025

	Indicator	Angus	Top Performing Scottish Local Authority	LGBF Family Group 3 Average	Tay Cities Region	Scotland	United Kingdom	Percentage Gap	Approximate Volume Gap	Percentage Gap	Approximate Volume Gap
	Employment in low pay sectors (%)	26.2	21.6	31.6	29.1	29.6	-	-	-	-	-
	% of Residents employed in Quality Work	66.4	72.9	68.6	62.7	62.6	59.3	-	n/a	-	n/a
	Gender Employment Gap (% difference between Male and Female Employment Rates)	7.8	-2.4	7.4	5.8	8.0	6.6	n/a	n/a	n/a	n/a
	Median Weekly Earnings (Residence-based, full-time)	614.6	809.4	643.4	597.8	622.0	610.7	1.2%	7.4	-	-
	20th Percentile Weekly Earning (Residence based, full time)	400.9	529.9	437.4	417.3	431.2	423.9	7.6%	30.3	4.1%	16.4
	Underemployment Rate (%)	10.7	3.4	8.2	9.7	8.1	-	-2.6	-1,300	-1.0	-500
	% Employed in SOC 1 Occupations	9.4	19.4	9.8	7.9	8.9	11.4	-	-	-	-
Economy	% of Procurement spend on Local SMEs	19.9	47.3	19.9	28.4	28.5	-	8.6	n/a	8.4	n/a
	Social Enterprise Rate (per 10,000 total population)	10.2	47.6	6.6	8.9	11.0	-	0.8	0	-	-
	Gross Value Added (£m)	2,108	24,161	2,937	17,475	147,333	1,977,096	6889.2%	145,225	729.0%	15,367
	GVA per hour worked (£)	32.6	45.9	34.5	33.9	34.4	35.2	5.6%	1.8	3.9%	1.3

- Estimates not statistically robust enough for publication

No One Left Behind Operating Plan 2022- 2025

	Indicator:	Date	Angus	Current Performance Against National Average	Short-term Performance Against National Trends	Performance Target	Tay Cities Region	Scotland	United Kingdom	Source:
Poverty and Child Poverty	% Children in Child Poverty	2020	24.0			↓	25.4	24.3	31.0	End Child Poverty
	% Children in Childcare	2019	26.4			↑	26.9	27.2	n/a	Care Inspectorate
	% of Children in Low Income Families	2020	18.2			↓	20.0	18.6	19.1	UK Government - Children in Low Income Families
	Families with Children receiving Universal Credit or Tax Credits (%)	2021	33.5		Red	↓	37.6	35.0	n/a	DWP Stat Xplore & UK Government
	Families with Dependent Children eligible for Child Benefit (%)	2020	93.4	Amber	Amber	↓	94.3	92.5	92.0	UK Government - Child Benefit
	Claimant Count Rate (%)	2021	3.6	Amber	Red	↓	4.1	4.0	4.4	NOMIS - Claimant Count
	% of Household that are workless	2019	18.2	Green	Red	↓	21.5	21.5	16.3	NOMIS - Annual Population Survey
Education	% of School Leavers in Positive Destination	2020	93.7	Amber	Red	↑	92.6	93.3	n/a	Scottish Government - Attainment and Initial Leaver Destinations
	Participation Rate (%)	2021	92.4	Amber	Amber	↑	91.5	92.2	n/a	Skills Development Scotland - Participation Measure
	Degree-level Qualifications Rate (%)	2020	46.9	Amber	Green	↑	51.1	49.3	43.0	NOMIS - Annual Population Survey
	No Qualifications Rate (%)	2020	5.6	Green	Green	↓	5.8	8.0	6.6	NOMIS - Annual Population Survey
Labour Market	Number of Incapacity Based Benefits (per 1,000 16 - 64 population)	2021	49.4	Green	Amber	↓	53.5	56.8	n/a	DWP Stat Xplore
	Economic Inactive: Long-term Sick/Disabled Rate (%)	2020	33.2	Red	Green	↓	30.0	28.7	24.0	NOMIS - Annual Population Survey
	Economic Inactivity Rate (%)	2020	25.1	Amber	Red	↓	23.3	23.2	21.1	NOMIS - Annual Population Survey
	Employment Rate (%)	2020	72.3	Amber	Red	↑	72.4	73.5	75.3	NOMIS - Annual Population Survey

No One Left Behind Operating Plan 2022- 2025

	Unemployment Rate (%)	2020	3.5	Green	Green	↓	5.7	4.4	4.6	NOMIS - Annual Population Survey
	Employment in low pay sectors (%)	2020	26.2	Green	Green	↓	29.1	29.6	n/a	NOMIS - Business Register and Employment Survey
	% of Residents employed in Quality Work	2018	66.4	Amber	n/a	↑	62.7	62.6	59.3	ONS - Quality Work
	Gender Employment Gap (% difference between Male and Female Employment Rates)	2020	7.8	Red	Red	↓	3.0	5.1	6.6	NOMIS - Annual Population Survey
	Median Weekly Earnings (Residence-based, full-time)	2021	614.6	Amber	Green	↑	597.8	622.0	610.7	NOMIS - Annual Survey of Hours and Earnings
	20th Percentile Weekly Earning (Residence based, full time)	2021	400.9	Amber	Amber	↑	417.3	431.2	423.9	NOMIS - Annual Survey of Hours and Earnings
	Underemployment Rate %	2020	10.7	Red	Red	↓	9.7	8.1	n/a	Scottish Government - Scotland's Labour Market
	% Employed in SOC 1 Occupations	2020	9.4	Amber	Amber	↑	7.9	8.9	11.4	NOMIS - Annual Population Survey
Economy	% of Procurement spend on Local SMEs	2020	19.9	Red	Red	↑	28.4	28.5	n/a	Local Government Benchmarking Framework
	Social Enterprise Rate (per 10,000 total population)	2019	10.2	Amber	Green	↑	8.9	11.0	n/a	Social Enterprise in Scotland Census
	Gross Value Added (£m)	2019	2,108	n/a	Green	↑	17,475	147,333	1,977,096	ONS - Subregional GVA
	GVA per hour worked (£)	2019	32.6	Amber	Green	↑	33.9	34.4	35.2	ONS - Subregional Productivity

In conjunction with other data from the [Tayside Regional Skills Assessment](#) and the [Angus Regional Skills Assessment Data Matrix](#)

No One Left Behind Operating Plan 2022- 2025

Section 4: Service Delivery (Supported by Annex 1 and 2)

4.1 Supply & Demand Mapping

	16-24	25+
Pre-Pipeline: Employability Support Pathways	<ul style="list-style-type: none"> • Third Sector Commissioned Services • Community Engagement Activity • AC 16+ • Vibrant Communities Adult Learning and Youth groups 	<ul style="list-style-type: none"> • Third Sector Commissioned Services • Community Engagement Activity: 25+ wider priority groups • FSS Service (Remploy) • Vibrant Communities Adult Learning groups
Stage 1: Engagement, Referral & Assessment	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 1 activity • Third Sector commissioned services/pre pipeline will feed into stage 1 activity • SDS: CIAG & school and post school support • DWP: Youth Provision • AC 16+ School transitions • AC: Registration & assessment re keyworker and programme provision (NOLB/YPG/PESF) • Wider stakeholder referral pathways e.g. local support services, requires further strengthening • Vibrant Communities Adult Learning and Youth groups 	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 1 activity • Third Sector commissioned services/pre pipeline will feed into stage 1 activity • SDS: CIAG • DWP: JCP Work coaches • AC: Registration & assessment re keyworker and programme provision (NOLB/PESF/FSS Mar 2023) • Wider stakeholder referral pathways e.g. local support services, requires further strengthening • Vibrant Communities Adult Learning
Stage 2: Barrier Removal/Reduction & Needs Analysis	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 2 activity • Third Sector Commissioned Services: personal & social development & wellbeing • FSS Service (Remploy) • AC: Advice Services • SDS: CIAG & school and post school support • Referral to Specialised Local Support Services • AC: Keyworker Service (NOLB/YPG/PESF) • DWP Youth Provision • Vibrant Communities Adult Learning and Youth groups 	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 2 activity • Third Sector Commissioned Services: personal & social development & wellbeing • FSS Service (Remploy) • AC: Advice Services • SDS: CIAG • Referral to Specialised Local Support Services • AC: Keyworker Service (NOLB/PESF/FSS Mar 2023) • DWP JETS & DPS • Vibrant Communities Adult Learning

No One Left Behind Operating Plan 2022- 2025

Stage 3: Vocational Activity	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 3 activity • College: Various FE options • DWP Sector Based Training/DPS • AC: Keyworker service (NOLB/YPG/PESF) • AC: commissioned local providers • Core Skills • Certificated Training • Employability skills • Development of sector-based programmes, labour market needs assessment 	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 3 activity • College: Various FE options • DWP Sector Based Training: DPS • AC: Keyworker services (NOLB/PESF/FSS Mar 2023) • AC: commissioned local providers • Core Skills • Certificated Training • Employability skills • Development of sector-based programmes, labour market needs assessment
Stage 4: Employer Engagement & Job Matching	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 4 activity • AC: Employability skills & job preparation, Job Brokerage, Employer Engagement, Work Trials/Experience, Employer Recruitment Incentives (NOLB/YPG/PESF) • DYW: School employer engagement, sector-based info sessions • SDS: CIAG • College: Various FE options • DWP: Employer Engagement, Interview and application support 	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the delivery of stage 4 activity • AC: Employability skills & job preparation, Job Brokerage, Employer Engagement, Work Trials/Experience, Employer Recruitment Incentives (NOLB/PESF/FSS Mar 2023) • Long Term Unemployed Programme (Sep 2022) • SDS: CIAG • College: Various FE options • DWP: Employer Engagement, Interview and application support
Stage 5: In Work Support & Aftercare In Work Progression	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the tracking and reporting of status of stage 5 • AC: In work support and aftercare/tracking (NOLB/YPG) • AC: Modern Apprenticeships • SDS: Modern Apprenticeships • College: Foundation Apprenticeships/Modern Apprenticeships/Graduate Apprenticeships • AC: In Work development/progression (PESF) • AC: commissioned local providers for Supported Employment • DWP: Kickstart (Mar 2022) 	<ul style="list-style-type: none"> • All LEP partners and stakeholders have a role in supporting the tracking and reporting of status of stage 5 • AC: In work support and aftercare/tracking (NOLB/PESF/EF/MA/FSS Mar 2023) • AC: Modern Apprenticeships • SDS: Modern Apprenticeships • College: Foundation Apprenticeships/Modern Apprenticeships/ Graduate Apprenticeships • AC: In Work development/progression (PESF) • AC: commissioned local providers for Supported Employment

No One Left Behind Operating Plan 2022- 2025

Much that No One Left Behind has helped to simplify and streamline the local employability landscape it remains a challenge to maintain a comprehensive map of services available for Angus residents. Whilst there will be a far clearer picture through the new co-commissioning role, provision that is funded through sources beyond the Scottish Government’s allocation of employability funding to Local Authorities can be hard to track and at times is unknown to the Local Employability Partnership. This can lead to duplication, cluttering of the landscape and confusion.

4.2 Service Delivery Priorities

16-24	25+	Disproportionately Impacted by the Pandemic
Disabled Young People Care Experienced Disengaged from Education, Employment, Training (NEET) School Leavers with unconfirmed destinations SIMD communities with poor participation rates	Disabled People Low Income Families & Lone Parents SIMD Communities Long Term Unemployed People Managing Health Conditions Black, Asian and Ethnic Minority Communities, Ex-Offenders Refugees	Employers/Local Businesses People Experiencing Redundancy and Change in Working Circumstances Women Returners Employed low-income parents (in work poverty) Disengaged young people
16-24 Participation Measure under 90%	25+ SIMD Data zones	Highest Priority Cross Over Areas
Montrose South Arbroath Warddykes Brechin East Lunan Arbroath Harbour Arbroath Cliffburn	Arbroath Harbour Arbroath Warddykes Arbroath Kirkton Arbroath Cliffburn Brechin East Forfar Central Kirriemuir Forfar West Montrose South	Arbroath Harbour Arbroath Warddykes Arbroath Cliffburn Brechin East Montrose South

The above table has been created from local data and shows target groups and geographical areas for Angus.

No One Left Behind Operating Plan 2022- 2025

4.3 Service Delivery Requirements and Approach

Referral and Engagement Activity	Registration and initial action plan, detailed assessment of support needs and barriers to progression such as qualifications, experience, core skills, housing, drugs & alcohol, confidence, motivation, personal finance, health etc), creation of a detailed action plan.
Case Management	Key worker/Adviser support to manage progression through action plan, follow up meetings, tracking progress, engagement, continuous assessment, making referrals, advocating, reviewing and updating action plan.
Money Management/Debt Advice	<ul style="list-style-type: none"> • Financial health check, benefits advice, managing debt, setting up bank accounts, living on a budget management advice/financial well-being advice and support • Better Off In Work Calculations • Managing Money (as part of PT PDE qualification) • Support with EMA applications • Support with Care Experienced Bursary applications for College
Health and Wellbeing	<ul style="list-style-type: none"> • Health assessments, condition management plans and Social Prescribing • Occupational Therapy, Mental Health Support, substance abuse support, Counselling and other health interventions • Healthy living and diet advice. • Mental Health First Aid Training
Personal and Social Development	<ul style="list-style-type: none"> • Confidence Building/Motivation • Personal Development, Personal Presentation, Problem solving, Communication /ESOL • Digital Skill Literacy • Adult Literacy and Numeracy • Work Preparation • Outdoor Education
Accredited and Certificated Core / Vocational Skills Training	<ul style="list-style-type: none"> • Employability award units SCQF level 4 or above • Digital Skills • Accredited core skills training • National Progression Awards. • Short courses such as first aid, food hygiene etc • Specific vocational qualifications and/or industry recognised certificates • Prince's Trust Personal Development and employability (PDE) qualification • Youth Achievement Awards • Saltire Volunteering Awards • Adult Achievement Awards
Work Experience	<ul style="list-style-type: none"> • Work based activity, job tasters and employment focused volunteering • Allowance or Wage Based • ILM/Supported Employment/IPS

No One Left Behind Operating Plan 2022- 2025

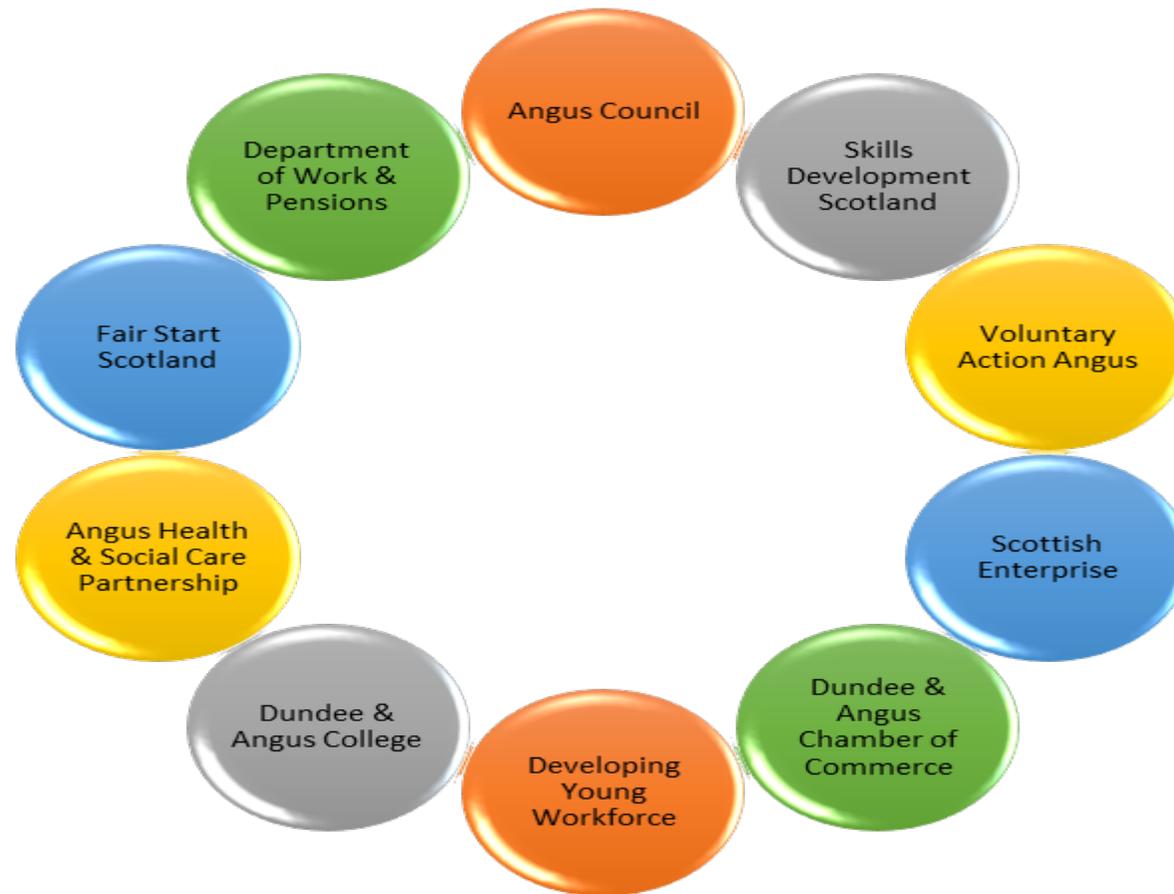
Job Search	<ul style="list-style-type: none">• Create and update a CV• Job seeking, applications and Interview preparation• Online applications/interviews• Career Information Advice and Guidance
Employer Support, Engagement and Job Matching	<ul style="list-style-type: none">• Recruitment Advice, Job Carving, Job Descriptions• Job Broking, Vacancy Matching, Interview preparation, Job Coaching etc• Health and Safety/Risk Assessments• Employer Recruitment Incentives - Minimum Standards re ERI National Framework• Specialist HR support for microbusinesses to help them create new jobs and recruit unemployed people (pilot)

No One Left Behind Operating Plan 2022- 2025

Section 5: Resource Requirements

5.1 People and Organisations

Within the Angus Council area there is a mixed economy of service delivery across third, private and public sectors which can be seen in section 4.1 above. Through our service mapping, evidence-based planning and service user consultations the plan is developed to meet the priorities identified within the Angus area, with resources and organisations based upon both quality of service and value for money. We will utilise resources from our key stakeholders below and commissioned delivery partners to meet local need as this is identified via local data.



No One Left Behind Operating Plan 2022- 2025

5.2 Commissioning

The commissioning of services will be based on identified need through a number of approaches. The Angus Local Employability Partnership will utilise the existing procurement/commissioning frameworks for Angus Council and will be reviewed every two years. This will enable the Local Employability Partnership to procure a menu of support, employability provision and a wide variety of local and National providers from across the third and private sector. Angus Local Employability Partnership Partners will be involved in the commissioning process, assisting to develop the specifications of services being commissioned from the framework on behalf of the Angus Local Employability Partnership and also in the scoring/evaluation process of contract bids. The Angus Local Employability Partnership will agree on any deviation from this process for example when no providers bid to deliver a service, or where a partnership agreement is a more viable option for delivery. In this instance it may be appropriate to utilise the National Employability Services Dynamic Purchasing System co-ordinated by Scotland Excel. Angus Council will be the governing organisation regarding the commissioning process and financial management of employability support funds directed to the Angus Local Employability Partnership to ensure all legal audit and compliance regulations are met. Training will be given to partners who are to be part of scoring/evaluation panel from Angus Council Procurement team to ensure that they are fully aware of the process for evaluating bids and have a clear understanding of their role, rules and expectations within this process.

Regardless of the method of commissioning, the same guidelines and processes will be followed and should the improvement actions not lead to success then the Local Authority in association with Angus Local Employability Partnership will decide on what actions should be taken such as reducing the level of funding or stopping the funding if appropriate. Local Employability Partnership representatives where appropriate will in all circumstances seek to work with and support the delivery partner to overcome challenges and hurdles.

No One Left Behind Operating Plan 2022- 2025

5.3 Money

As highlighted previously, NOLB phase 2 has brought about changes to how employability funding is allocated with a shift to local commissioning. The key difference in NOLB Phase2 is the exit of both the Community Jobs Scotland and Employability Fund Programmes with funding now being directed to the local areas to meet local needs. Local Government and Scottish Government signed a partnership agreement in 2018 to jointly commit around £60M each to local employability support. Alongside this is a commitment from the Scottish Government to a simplification of the grant funding approach and processes which in time will provide Local Authorities with multi-annual funding and streamlined reporting. This will take a year or so to get to this point however the processes, even for 2022/23, should be simpler and less bureaucratic. The Scottish Government has confirmed that a total of £59.43m will be allocated to local authorities for 2022/23 for locally delivered employability services. This does not include Fairstart funding which is likely to come from April 2023 as part of NOLB Phase 3.

ESF to Levelling Up /UK Shared Prosperity Fund - There will be no ESF funding available from Jan 2023. In its place the UK government, through its Levelling Up agenda has introduced the UK Shared Prosperity Fund. This will support a wide range of capital and revenue programmes and projects under the themes of

1.Communities and place - Example interventions may include, but are not limited to, visual improvements to town centres and high streets, cultural/visitor economy interventions, litter, waste and graffiti reduction, projects to fight antisocial behaviour, and capital funding to improve neighbourhoods or community projects and initiatives.

2.Local businesses - Example interventions may include, but are not limited to, support to increase town centre footfall, outdoor markets, the development of cultural, visitor and heritage assets, targeted business growth and innovation support.

3.People and skills - The overall objectives of this investment priority are to: Boost core skills and support adults to progress in work, by targeting adults with no or low-level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers. Support disadvantaged people to access the skills they need to progress in life and into work, for example the long-term unemployed and those with protected characteristics through funding life, and basic skills where this is not delivered through national or local employment and skills provision. Support local areas to fund local skills needs and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. Reduce levels of economic inactivity and move those furthest from the labour market closer to employment, through investment in bespoke employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers. The budget available will however be a significant reduction to previous EU funding levels, particularly over the next 2 years.

With employability funding available throughout the Angus area via various routes, SDS, DWP, DYW, Third Sector and College services will play a significant part in the co-investment of our employability services within Angus over the next few years.

No One Left Behind Operating Plan 2022- 2025

5.4 Delivery Capacity

Angus Council as the Lead Partner will work together with the Local Employability Partnership to utilise funding to deliver an all age, needs based, person centred support to those seeking to move towards, enter, sustain and progress in employment. The progress made in achieving objectives and outcomes shall continue to be monitored to support the targeting of support, continuous improvement and development of future policy policies. Appropriate management, compliance and administrative resources will be sought to support delivery and achievement of outcomes and ensure that all financial reporting, profiling and expenditure are adequately monitored to meet audit and compliance requirements.

5.5 Alignment and Integration

It has been recognised the potential of harnessing partners collective resources to deliver better results for the people and places they serve. However, in an era when all of our collective stakeholders face diminishing resources, greater collaboration is critical to a successful future. Only by coming together and aligning local services, can we address the delivery challenges in all our local areas, and truly be greater than the sum of our parts. The Local Employability Partnership will strive to better align and integrate support through.

- Reviewing Local Employability Partnership membership annually and considering any gaps regarding local service representation
- Representation on local thematic/service/sector planning and working groups
- Representation at local and National consultations
- Development and delivery of Local Employability Partnership stakeholder and communications plan
- Utilising community engagement insight and service user feedback

The Local Employability Partnership will ensure that it aligns and integrates will all aspects of the Tay Cities Deal as requested and as appropriate to ensure a regional approach to delivery where applicable and data identifies this to be a better use of resources.

No One Left Behind Operating Plan 2022- 2025

Section 6: Performance Management and Reporting

6.1 Approach

Angus Council as lead accountable body will complete and return Scottish Government quarterly delivery, data and finance reports as per grant offer requirements. These will detail the following: -

- Service Design & Commissioning
- Service Implementation & Delivery
- Stakeholder Engagement (Participants, Employers, Partner Organisations) and Communications/Marketing.
- Stakeholder Feedback & Case Studies
- Integration & Alignment
- Governance, Risk Management & Challenges
- Impact & Lessons Learned

Angus Council will continue to deliver against the Local Delivery Plan and will provide quarterly reports, as agreed for the support provided, setting out the progress of participants and the achievement of objectives, in line with previously agreed data reporting guidance.

In addition, the Local Employability Partnership will agree KPIs to monitor impact and performance of the Partnership, developed through the Angus Employability Strategy. KPIs to be agreed and performance reviewed regularly to ensure effectiveness of Local Employability Partnership

No One Left Behind Operating Plan 2022- 2025

6.2 Performance Indicators

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
Decrease claimant rates of work-related benefits , through access to skills and employment	Claimant Count 16-24: Claimant Count 25-49: Claimant Count 50+:	3.5 % (4%) 4.1% (4.6%) 2.3% (3.1%)	Decrease in Angus rate	NOMIS LA Data Toolkit	Monthly
Increase local employment rate and decrease unemployment rates , through access to skills and employment	Employment & Unemployment	Economically Active: Employed 73.1% (72.9%) Unemployed 3.8% (4.2%) Ethnic Minority Employment 47.8% (66.8%)	Increase in Angus rate	NOMIS LA Data Toolkit SDS RSA SDS 16+ Data Hub	Annually
Increasing household income, reducing child poverty , through access to fair work and in work skills development	SIMD 5% Data zones data (5%, 10%, 15% or 20% most deprived data zones) % Children in Poverty % Workless Households % Children in low-income families Earnings by place of residence (NOMIS)	1; 5; 8; 17 24% (24.3%) 18.2% (21.5%) 18.2% (16.8%) £614.60 (£622)	Increase in Angus rate	SIMD LA Data Toolkit NOMIS SDS Participation Measure Annual population survey	Annually Quarterly
Contributing to the decrease in the disability employment gap , through skills development and access to fair work	Disabled Employment Rate Economic Inactive by reason: Long-term Ill-health (%) Leaver Destination data Supported ERI places	49.4% (50.3%) 35.3% (29.4%) 93.7% (93.3%)	Decrease in Angus rate	SDS RSA SDS Participation Measure NOMIS Annual population survey Angus Council	Annually Quarterly

No One Left Behind Operating Plan 2022- 2025

<p>Improving Fair Work within local labour market (fair rate of pay, flexible working, reasonable adjustments etc)</p>	<p>% earning less than Living Wage Employment in low pay sectors (%) Median Weekly Earnings (Residence-based, full-time) Gender Employment Gap</p>	<p>25.2% (15.1%) 26.2% (29.6%) £614.6 (£622) 7.8% (8%)</p>	<p>Continue to promote in Angus</p>	<p>LA Data Toolkit ONS Annual survey SLAED indicators</p>	<p>Annually</p>
<p>Young Person Guarantee: support all children and young people to engage and sustain opportunities in education, training, an apprenticeship, employment or volunteering, based on individualised goals and ambitions</p>	<p>Participation Measure Participation Rates: 16; 17; 18; 19</p> <p>16-19 Unconfirmed 16-19 SIMD Gap 16-19:</p> <p>Education to Employment: DYW/Children’s Services Training: Starts /Completers SDS Apprenticeship: Starts /Completers Employment all services Volunteering</p>	<p>99.3% (99.1%); 94.3% (94.3%); 90.6% (89.4%); 85.4 % (85.4%)</p> <p>92.4% (92.2%) 4.4% (4.6%) 7.5% (9.3%)</p>	<p>Continue to support throughout Angus</p>	<p>SDS Participation Measure Leaver Destinations 16+ Data Hub (SDS)</p> <p>College SDS Apprenticeship Stats Partner Stats VAA</p>	<p>Monthly</p>
<p>Skills: increasing the skills of the workforce across all ages</p>	<p>Qualifications (NOMIS): Decrease No Qualification Rate, Increase NVQ’s initially by 2% gradual alignment with National average</p> <p>NVQ4 And Above: NVQ3 And Above: NVQ2 And Above: NVQ1 And Above: Other Qualifications: No Qualifications:</p> <p>Employed in SOC 1 Occupations</p>	<p>46.6% (49%) 63.5% (63.7%) 77.6% (79.2%) 89.9% (86.2%) 4.5% (5.7%) 5.6% (8.1%)</p> <p>9.3% (8.5%)</p>	<p>Increase in Angus rate</p>	<p>NOMIS LA Data Toolkit</p> <p>MA Starts/ Completers HE/FE Uptake NOMIS/SDS No Qualification Rate</p>	<p>Annually</p>

No One Left Behind Operating Plan 2022- 2025

<p>Health: Contribute to the health and wellbeing of communities through access to employability support, skills development and fair work employment opportunities</p>	<p>Life Expectancy</p> <p>Mental Wellbeing</p> <p>Quality of Life - % Good or Very Good Life Satisfaction</p>	<p>Female: 82.3% (81%) Male: 78.5% (76.8%)</p> <p>7 DZ over 25% of population</p> <p>74.8% (76.3%)</p>	<p>Continue to contribute to outcomes throughout Angus</p>	<p>National Records for Scotland Council Area Profile SIMD, Health, Proportion of population being prescribed drugs for anxiety, depression or psychosis</p>	<p>Annually</p> <p>Every 4 years</p>
<p>Economic Recovery, Business and Employer Support: Labour market supply & growth, redundancy mitigation, skills development and fair work principals</p>	<p>GVA per hour worked</p> <p>GVA added (£m)</p> <p>GVA change between 2009 – 2019</p> <p>% Scottish Output at basic prices</p> <p>Total labour Costs Per Head (£)</p> <p>% of Scottish average</p> <p>Gross Wages & Salaries Per Head (£)</p> <p>% of Scottish average</p> <p>PACE Data</p> <p>ERI Starts</p> <p>Sector based programmes</p>	<p>32.6% (34.4%)</p> <p>1,881 (137,109) 1.4%</p> <p>8.1% (14.3%)</p> <p>1.3%</p> <p>23,611 (26,668)</p> <p>88.5%</p> <p>20,936 (22,981)</p> <p>91.1%</p>	<p>Continue to support Economic Recovery in Angus</p>	<p>LA Data Toolkit SDS RSA Scot Annual Business stats 2019</p> <p>SDS PACE Angus Council DWP/College</p>	<p>Annually</p>
<p>Scottish Approach to Service Design: Increase co-design and community engagement to develop services that meet the needs of users</p>	<p>Community Engagement</p> <p>Potential qualitative user experience measures</p> <p>Evaluation, alignment with Customer Charter</p>	<p>Partner Reporting</p>	<p>Increase in co-design of services in Angus</p>	<p>Sources to be confirmed</p>	<p>Bi-annually</p>

No One Left Behind Operating Plan 2022- 2025

6.3 Continuous Improvement

- Identifying areas for improvement through self-evaluation, analysing data, and collecting feedback from service users. These findings should be used to identify where improvement is needed most, and to develop clearly defined and measurable aims. Self-Evaluation Survey and evaluate services against the desired service standard in their area, and establish processes for collaborative and evidence driven self-evaluation blank self-evaluation survey template.
- The Shared Measurement Framework for employability services will be deployed, providing a consistent approach to measuring the reach and effectiveness of employability services at national, local, and individual programme level. The Angus Local Employability Partnership will undertake and encourage providers to take full advantage of the available data sets to analyse the outcomes of services to identify which areas of the service would benefit most from improvement. Where data is being collected consistently, benchmarking data with similar organisations across Scotland can provide a useful insight into how a service is working.
- Collecting and analysing feedback and insights from service users is vital in identifying which improvements will have the biggest impact on their experiences and outcomes. The Angus Local Employability Partnership use robust processes, detailed within our communications plan to collect regular feedback from service users. This will be undertaken through surveys, interviews, focus groups and lived experience panels, as well as new innovative approaches that are deemed effective locally. These will provide an invaluable source of data to use to identify where a service can be improved. Feedback responses will be used to assess the performance of procured services, alongside client progress and outcome data.
- Creating an improvement aims statement: An aim statement should be a measurable and concise sentence composing of the following three elements: What will be improved – i.e. what is hoping to be achieved, How much of an improvement will there be, When will the desired improvement be delivered by
- Develop a change idea: teams can collectively develop change ideas that could lead to improvements, testing these iteratively, to see if they do deliver improvements before being fully implemented. For each improvement aim statement, a 'driver diagram' will be developed. Blank template and further information on how to complete a driver diagram included in this guidance document.
- Various continuous improvement tools: will be utilised by the Angus Local Employability Partnership as appropriate when undertaking continuous improvement of services. Process Map: this guidance document Empathy Map this guidance document. Cause and Effect Diagram this guidance document
- Plan, Do, Study, Act: This is a tried and tested approach used for testing an improvement idea at a small scale to assess its impact, before implementing successful improvements at a larger scale. This cycle is not necessarily designed to deliver large scale transformational change, but rather to deliver incremental and continuous improvement over time. The Partnership plan to take forward a number of innovative small-scale pilots that will be evaluated and scaled up or stopped as appropriate. Further details included in this guidance document.
- Continuous Improvement Action Plan: In order to log and monitor ongoing improvement activities within a team or organisation, it's encouraged that this Continuous Improvement Action Plan template be used to co-ordinate improvement activities and log the key information relating to the improvement activity. This includes the improvement aim and desired outcome, how the success of the initiative will be measured, and the timeline for delivering an improvement.
- Share Improvements: Delivering an improvement, however big or small, is an achievement that should be celebrated and shared with other organisations. Sharing learning and experiences across organisations breeds innovation, encouraging those delivering services to build on each other's improvements. A National digital platform is currently in development, which those delivering employability support services can use to share information about successful improvement initiatives.

No One Left Behind Operating Plan 2022- 2025

6.4 Evaluation

All service users undertake an Initial Assessment interview prior to them being accepted onto any of the Skills & Employability programmes, during this, eligibility and needs are checked. Each client is then assigned to a programme best suited to their needs and assigned a key worker. The Key Worker supports the service user throughout their journey ensuring that they successfully overcome any barriers and move into positive destinations. Service users are asked to complete an evaluation form at the end of their journey where the information is used for statistical purposes to gather information around what we have done well and what can be done better. The Partnership will have a particular focus on piloting new approaches and thoroughly evaluating their performance before deciding about whether to scale up, adopt specific features in mainstream services, or stop.

We will continue to gather feedback from employers and participants across all of our programmes along with feedback from delivery groups and providers to ensure we continue to evaluate our own and others performance.

6.5 Review

The Delivery Plan will be revised annually however performance will be reviewed at Local Employability Partnership meetings (minimum six/annum). Where improvement actions are required, these will be progressed via short task and finish groups. Our evaluation processes will include managing the performance of commissioned provision and reporting processes will include all delivery partners completing as part of the quarterly compliance process, narratives on progress, explanations of variances in spend and performance will be required as will the improvement actions being taken to address any shortcomings.

Phase 2 Delivery Plan	April 2022
Phase 2 Delivery Plan Interim Review	November 2022
Phase 3 NOLB Delivery Plan 2023-25	April 2023
Phase 3 Delivery Plan Interim Review	November 2023
NOLB Delivery Plan 2024-25	April 2024
Delivery Plan Interim Review	November 2024

Service Design and Delivery

No One Left Behind, places people at the centre of service delivery, promotes a strengthened partnership between spheres of government, the third and private sector to make informed, evidence-based decisions on required support, flexing these to meet emerging labour market demands

The move to local governance of services will foster social renewal and place-based approaches that prioritise the needs of people and communities rather than policies and organisations.

No One Left Behind services will be targeted at people with protected characteristics as defined by the Equality Act (Scotland) 2010 and those with certain life experiences who are significantly more likely to struggle to improve their employability and successfully gain and sustain employment. These characteristics and life experiences often interact with each other (also known as intersectionality) meaning that people are often affected by more than one issue at a time which can have a cumulative impact on person's journey to work. People have to be able to find the service and be able to access it regardless of their circumstances. Referral routes should be as seamless as possible where they are needed.

It is anticipated that Local Employability Services will be designed and delivered in line with the principles set out in the Scottish Approach to Service Design. Using a [5 Stage Employability Pipeline](#) approach. However, it is recognised that individuals do not follow a linear journey.

No One Left Behind Operating Plan 2022- 2025

5 Stage Employability Pipeline

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Engagement, Referral and Assessment	Needs Assessment and Barrier Removal	Vocational Activity	Employer Engagement and Job Matching	In Work Support and Aftercare
<p>This stage is about reaching out and supporting people into regular activity, positive routines connecting them with others</p> <p>Client status: Not job ready</p> <p>Examples of Activities:</p> <ul style="list-style-type: none"> • Outreach Activities • Self-referral • Identification and Assessment of Needs • Development of Personalised Action Plan <p>Examples of programmes:</p> <ul style="list-style-type: none"> • Fair Start Scotland • Local Employability info • Partnerships 	<p>Assessing needs of individuals and agreeing key activities to address any barriers to employment or training</p> <p>Client status: Not job ready</p> <p>Examples of Activities:</p> <ul style="list-style-type: none"> • Confidence Building • Coaching and Mentoring • Wellbeing Support • Career Information, Advice and Guidance (CIAG) • Financial Advice & Support <p>Examples of programmes:</p> <ul style="list-style-type: none"> • Activity Agreement Model • Community Learning & Development • ESOL • My world of Work (SDS) • ITA (SDS) • Supporting Peer Support • Fair Start Scotland • SALC: learning, teaching & assessment • Scottish Mentoring Network • Our Partners • Local Employability info 	<p>Activities include delivering a range of accredited training, employability core skills, job search etc.</p> <p>Client status: Job ready</p> <p>Examples of Activities:</p> <ul style="list-style-type: none"> • Vocational Training • Work Experience • Volunteering • Employability Skills <p>Examples of programmes:</p> <ul style="list-style-type: none"> • Fair Start Scotland • Young Persons Guarantee • Local Employability info • Apprenticeships • Certificate of Work Readiness • ITA (SDS) 	<p>Activities such as work experience or volunteering placements with employers, assisting individuals to secure job vacancies, matching job ready clients to jobs.</p> <p>Client status: Job ready</p> <p>Examples of Activities:</p> <ul style="list-style-type: none"> • Job Search Support • Job Matching • Career information, Advice & Guidance • Employer Engagement <p>Examples of programmes:</p> <ul style="list-style-type: none"> • Fair Start Scotland • Local Employability info • Apprenticeships • ITA (SDS) • Jobhelp • Find a Job • Employer Recruitment Incentive • Graduate Recruitment Incentive 	<p>Activities includes supporting individuals to maintain and progress within the workplace</p> <p>Client status: In Work</p> <p>Examples of Activities:</p> <ul style="list-style-type: none"> • Graduate Apprenticeships • PACE Redundancy Support • Career information, Advice & Guidance • Skills Development <p>Examples of programmes:</p> <ul style="list-style-type: none"> • Fair Start Scotland • Local Employability info • Modern Apprenticeships • ITA (SDS) • Flexible Workforce Development Fund • New Enterprise Allowance
End to End Continuous Case Management/Key Worker Support				

No One Left Behind Operating Plan 2022- 2025

ANNEX 2

Service Delivery Requirements and Approach Template

Target Group	Rationale for Intervention	Delivery Partners	Budget	Source of Investment	Volumes	Delivery Method	Outcome Expected
Disabled Young People	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of disabled young people supported into positive destinations
Care Experienced	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of care experienced people supported into positive destinations
Disengaged from Education, Employment, Training (NEET)	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Decrease in the number of young people who are disengaged from EET
School Leavers with unconfirmed destinations	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Decrease in school leavers with unconfirmed destinations
Disabled People	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of disabled people supported into positive destinations
Low Income Families & Lone Parents	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of low-income families & lone parents supported into positive destinations
SIMD Communities	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of people supported into positive destinations from SIMD communities
Long Term Unemployed	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Decrease in the number of long term unemployed in Angus

No One Left Behind Operating Plan 2022- 2025

Target Group	Rationale for Intervention	Delivery Partners	Budget	Source of Investment	Volumes	Delivery Method	Outcome Expected
People Managing Health Conditions	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Decrease in the number of people managing health conditions in Angus
Black, Asian and Ethnic Minority Communities	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of people supported into positive destinations from BAEM communities
Ex-Offenders	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of ex-offenders supported into positive destinations
Refugees	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of refugees supported into positive destinations
Employers/Local Businesses	Local partnership feedback	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Increase in the number of employers/local businesses supported
Employed low-income parents (in work poverty)	Local partnership feedback NOLB data toolkit	tbc	tbc	Scot Gov National Public/Private/Third Sector	tbc	tbc	Decrease in the number of low-income parents in Angus

Excel Template



Annex 2.xlsx

No One Left Behind Operating Plan 2022- 2025

ANNEX 3

National Performance Framework Alignment

National Outcome	No One Left Behind contribution
 Economy	No One Left Behind supports the Scottish Government’s purpose and vision for inclusive economic growth by ensuring that as many people as possible, including those further from the labour market and facing complex or challenging circumstances, have the opportunity to access fair and sustainable work. No One Left Behind can support businesses helping them thrive and innovate, with quality jobs and fair work for everyone and access to a highly skilled local workforce.
 Poverty	No One Left Behind and the approach taken to employability services supports the Scottish Governments ambition to eradicate child poverty by providing parents additional support to participate and progress within the labour market. We believe that delivering this agenda is vital to ensure a more diverse and inclusive workforce and breaking the cycle of poverty and disadvantage.
 Communities	No One Left Behind will further develop and deliver a holistic employability provision that is integrated with other local services based on user feedback using the Scottish Approach to service design. Building employability interventions around local areas, taking a place-based approach enables our communities’ voices to be heard and will enable resources to be deployed to better meet service user needs and complement local investment, and be capable of overall national reach and coherence.
 Children	No One Left Behind support families and individuals to increase disposable income by supporting them to access and progress in Fair Work opportunities that are local and encourages local economies to be more inclusive.
 Education	No One Left Behind will support individuals to further their education and skills enabling them to contribute to society and gain further wellbeing benefits derived from employment.
 Fair Work & Business	No One Left Behind will support workers in Scotland to have the right to fair remuneration and equal pay for equal work by promoting this in all engagements with employers and businesses locally. Local approaches will ensure employability support does not reinforce occupational segregation and will encourage employers to adopt more inclusive recruitment and workplace practices
 Health	No One Left Behind offers holistic person-centred support for individuals to identify and address their specific barriers including mental health and physical health conditions. Promoting an integrated and aligned approach with a range of local services including health services.
 Human Rights	No One Left Behind supports an individual’s right to work and will work locally to deliver improved accessibility thereby tackling barriers for protected groups and supporting those facing structural and socio-economic inequalities. Local Employability Partnerships along with Scottish Government are mindful that no one should be denied the opportunity because of their race or ethnicity, their disability, their gender, sexual orientation or religion and will consider how they can positively contribute to the advancement of equality.